IMAGINE...

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Official Newsletter of the United States Army Logistics Integration Agency, (LIA)

Reducing the Footprint : The Requirement for Changed Mindsets and the Distribution Based Logistics System

by Mr. Dan Labin - Power Projection Division

"The decision to concentrate all CSS at echelons above the battalion-employing new technologies to effect just-in-time battlefield support-offers advantages more apparent than real. The place for super efficiencies is in garrison and the depot because lives and battles would not be on the line. Tactical commanders, at least in a basic way, must be allowed to command, not just request, the minimal CSS needed to fight and survive."

—An Airborne Infantry Battalion Commander, Military Review, June 2001

In 20th century warfare, large support and sustainment forces have been required to support modern mechanized armies whose appetite for more and more equipment and supplies has grown exponentially as the weapons of war have become much heavier, more lethal, more complex and more maintenance-intensive. The law of supply and demand was and is still very much at work in warfighting and across the full spectrum of military operations. In essence, we have required a large logistics footprint in the Area of Operations in 20th century military operations because the demands of the warfighters have required it. Considering the Army's current force structure, readiness posture, the logistics demands being placed upon us, and the high-tech, high-operational tempo environment in which we must operate in the 21st Century Information Age, footprint reduction in the combat zone may be our most vexing transformation challenge in the years ahead.

Gaining the Confidence of the Warfighter and Changing Our Own Mindset

Beyond refining doctrine, changing policies and redefining the terms of support, whatever Army Logisticians do in the area of transformation and footprint reduction ***must win the trust and confidence of the warfighter***. The opening quote illustrates in part why this will be no easy task. The warfighter has often questioned or criticized our ability to properly project forces and supplies to meet his growing demands and requirements. In the same sense, we in the support communities have not always shown that we are ready and able to provide, to the warfighter's

satisfaction, the wide array of logistics-intensive military capabilities that our combatant commanders require to conduct military operations on a global basis.

The large Combat Support/Combat Service Support (CS/CSS) footprint now required in the combat zone is often regarded as a safety valve that can be opened by the warfighter in times of uncertainty or crisis. Large stockpiles of supplies may equate, in the warfighter's mind, to a needed logistics or support reserve. Indeed, these "just-in-case" reserve supplies may simply exist to help compensate for the uncertainty and dynamics of the battlefield. The combatant commander may be concerned about a potential unexpected increase in demand, an unanticipated disruption in the flow of strategic or operational lift assets, and the corresponding break in the flow of supplies that these lift assets transport. Clearly, these and other potential disruptions in the flow of support can substantially and adversely impact on the combatant commander's options or force him or her to radically alter

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INSIDE

The Director's Corner

Mr. Mark J. O'Konski, Director

Transformation

In this edition's Director's Corner, I would like to address the issue of transformation. When President George W. Bush delivered the commencement address at the U.S. Naval Academy in May 2001, he called for a U.S. military that is "defined less by size, and more by mobility and swiftness; one that relies more heavily on stealth, precision weaponry, and information technologies." He went on to remark that the United States, aided by its unmatched technological resources, must work to "keep the peace by redefining war on our terms." His intent to redefine war on our terms through a process of transformation provides insight into the scope, complexity, and sense of urgency attached to the Department of Defense's (DoDs) ongoing review of U.S. defense strategy and programs.

The DoD review has been underway for more than five months, and is occurring simultaneous to the 2001 Quadrennial Defense Review (QDR) process. The QDR will establish military priorities through 2004. Emerging insights from the DoD review center on the overarching issue of transformation of military forces to improve their capability to defeat uncertain threats in a dramatically different geopolitical and military environment. While numerous issues obviously are being reviewed, the most critical appear to fall within the areas of force size and structure; command and control, communications and computers; full-spectrum operations and asymmetric warfare; joint interoperability; new weapon systems; space-based capabilities; the targeting and application of cutting edge technology; new business practices; outsourcing and the role of commercial/contractors in future military operations; power projection and forward presence; force employment strategies; and support and sustainment.

From an Army Logistics perspective, "transformation" is not a new phenomenon. The good news is that DoD and the Army have already taken important steps to address and resolve deficiencies in our strategic, operational, and tactical capabilities, or lack thereof. We are working to better define and validate Joint mission needs and warfighting requirements. Power projection and maneuver sustainment requirements, and associated concepts, including the challenge of overcoming anti-access and area-denial strategies, are being investigated and requirements articulated. Efforts are being made to focus investments on requirements that advance the goals and objectives of Army Transformation.

The current climate of transformation and change offers a unique opportunity to reinforce the Army's aggressive efforts to create an integrated logistics business architecture. This architecture would be characterized by a set of reengineered, fully integrated, life-cycle focused acquisition and logistics processes that are effective, efficient, reliable, and predictable. All processes would be developed, or reengineered, through a robust operational architecture with associated performance metrics, and supported by an effective corporate data and information structure. The primary thrust would be synchronization through the unique requirements of process-focused logistics activities, such as materiel distribution, maintenance, force projection, and services, and of materiel-focused activities such as life-cycle weapon system management, product improvement,

and recapitalization. Organizations would have to be unencumbered to perform clearly delineated responsibilities with a reasonable assurance that their relationship to other organizations and processes are architecturally correct, and supported by a shared data environment, and that all are controlled by competent authority making informed process-oriented decisions. There is an undeniable continuum from requirements identification and materiel development through deployment, sustainment, and redeployment operations. These interrelationships must be understood and reflected in organizational relationships and in our corporate culture.

This is but one example of the issues and challenges that we must consider as continue to move forward along the transformation continuum. This is an exciting time for Army Logistics. There is always a place for new ideas and fresh thinking. Some of the programs underway today were nothing more than pipedreams just a few short years ago. That demonstrates what can happen when initiatives with a proven payback gain stakeholder and senior leader support. New ideas are always needed — those that get at the tasks of enhancing deployment, reducing the combat zone footprint, and reducing the cost of logistics. The Logistics Integration Agency continues to be at the forefront in promoting and implementing transformation. My challenge to each of you is to maintain the momentum, never forgetting that the ultimate beneficiary of your hard work is the American Soldier.

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operational plans. It is this situation that the warfighter is determined to avoid at all costs.

The warfighter has come to depend on the massive and redundant "just-in-case" stockpiles of supplies like the ones we witnessed and dealt with before, during and after Desert Storm. To a large extent, the warfighter has demanded these excessive stockpiles in the AO because he lacks confidence in the Army logistics system's ability to deliver on time and on target, and because we supporters have lacked the capability to win confidence through responsive support—as the warfighter defines that required and responsive support.

In a sense, we supporters have been our own worst enemy. The large CS/CSS footprint we confront, and must now reduce, has become, over the years, the means to mitigate against the operational risks and uncertainty created by our own lack of asset visibility and situational awareness; a limited capacity to act (not react) with speed, precision and responsiveness to meet warfighter demands; and an inability to control the current business processes or even know how these processes work together in terms of Joint synchronization and integration.

Accordingly, one of our biggest challenges in our ongoing

CS/CSS transformation will be to change our own mindset and culture and impress upon our combatant commanders that we can and will routinely, responsively and dependably deliver on requirements, without imposing massive and unnecessary stockpiles of supplies on the already constrained and overtaxed infrastructure in the AO. We will not use (or misuse) finite and shrinking lift resources for things that detract from operational requirements. We will provide the proper and required balance between "just-in-case" and "just-in-time" logistics. We will show the warfighter, through proper planning and precise execution, that we can and will deliver the right supplies, to the right place and at the right time—every time.

To achieve the required major changes in how we provide support, we logisticians must put parochialism behind us and immediately depart from the outdated task-oriented service-specific support approach that has dominated our thinking for decades. We must lead the charge against maintaining large inventories that are too expensive and drive up costs that will never be recouped. We must define requirements, set realistic and achievable priorities, and invest in only those enablers that provide a substantial and measurable Return on Investment (ROI). Part of this process means that we must bite the bullet and make the tough objective decisions to stop investing in programs, projects and initiatives that don't contribute to our Army Vision and the Army Transformation Campaign Plan. Army logisticians must lead the way in planning and putting in place the Joint-focused, capabilities-based Power Projection/Strategic Responsiveness processes that will ultimately enable our Army Vision to be realized. We must transform our culture to become process-oriented Joint thinkers who operate and proactively support with a warfighter mentality. We must teach, train and coach our entire support community to competently and confidently function within the dynamic and integrated decision-cycle of the Joint warfighter; and adjust our thinking to the warfighter and not force the warfighter to adjust to us.

Identifying the Right Combination CS/CSS Enablers or Solution Sets for Investment.

To ensure combat effectiveness, while simultaneously establishing and maintaining a reduced support footprint in the combat zone, we must field CS/CSS enablers that will provide, to the warfighter's satisfaction, the kinds of capabilities required to anticipate and resolve real-time and anticipated operational problems. In this regard, if we invest in the right sets of enablers ("solution sets"), we may be able to empower the commander with other more viable operational options to effectively execute plans with precision and success. Among the other critical objectives of our ongoing CS/CSS transformation, we supporters must help the warfighter visualize what success looks like and how our emerging logistics doctrine will facilitate and indeed accelerate that success. We must find creative, realistic and achievable ways to reduce the need for large stockpiles of supplies and logistics on the battlefield and convince the warfighter that these ways are viable and executable. The Army's supply chain must be reinvented or reengineered to make it coherent, seamless, more fluid, integrated, synchronized and responsive to warfighter requirements. Army Logisticians must clearly describe to the warfighter how we can use concepts like Intermediate Staging Bases and reach and split-based operations to enhance support, while also substantially reducing CS/CSS footprint. Finally, at an absolute minimum, we must demonstrate that we know how to strike the proper balance between "just-in-case" and "just-in-time" logistics, thereby reducing CS/CSS footprint.

In this context, Distribution Based Logistics (DBL), the Army's Joint-focused global support approach to Power Projection and Sustainment operations, must effectively leverage, integrate and synchronize both military and commercial assets and capabilities to provide optimal support to the warfighter across the full spectrum of operations. Indeed, when it comes to changing the mindset of the warfighter and achieving our key CS/CSS mandate of enhancing strategic responsiveness, reducing footprint in the combat zone, and reducing the cost of logistics, DBL is arguably our most important priority and enabler.

Once in place and functioning as intended, the DBL System (DBLS) will constitute a multi-faceted support network comprised of the following:

- A set of innovative, interdependent, integrated, interoperable and synchronized Joint and Army policies, processes, concepts and doctrine.
- Reengineered military and commercial business and functional processes and redesigned organizations.
- New materiel systems or platforms with embedded sensors and prognostics.
- Advanced information systems, technologies, communications systems, and decision-support and command and control capabilities.

DBLS will substitute the velocity, precision, fluidity, agility and cost-savings of supply chain/pipeline management for the inefficient, inflexible and very costly supply-based mass of large static inventories that have characterized logistics support throughout the Cold War era and into the 21st Century. DBLS will provide the ability to surge to meet the increased demands of peak operations and show that stockpiles in the AO need not be excessive or place unnecessary strains on the operational concept or become a potential vulnerability or lucrative target for the enemy. It will ensure operational success without placing unnecessary demands on the combatant commander for command and control elements, security forces, transport units or other support to sustain and protect a massive CS/CSS presence (footprint) that should not be in the combat zone in the first place.

The opening quote gave one 82d Airborne warfighter's current perspective on footprint reduction. A DISCOM Commander in the same division once required signs "Think War" to be prominently displayed in his command. Within the next 8 to 10 years, DBLS and other key CS/CSS enablers will be sufficiently mature to enable logisticians that "think war" to support and sustain the combat effectiveness of the Objective Force – and no warfighter should be concerned about having "the minimal CSS needed to fight and survive".

ATAV Client-Server Prototype - Transition to GCSS-Army Management Module

By Mr. Peter Pesenti - Logistics Systems Integration Division

LIA successfully transitioned the Army Total Asset Visibility Client Server Prototype (ACSP) application software and technical documentation to Office of the Project Manager, Global Combat Support System-Army (GCSS-A) in February 2001. The Project Manager is currently using these resources for build one integration into the GCSS-A Management Module.

The ACSP was conceived in late-1997 as the next evolutionary step in support of the Army Total Distribution Program. The prototype started requirements definition and development in mid-1998. ACSP's logistics management niche is found in developing analytical tools to improve the operational effectiveness and efficiency of logisticians at the Corps and Theater Army levels. ACSP became the forerunner to the evolving GCSS-A Management Module in 1999. During this time frame, PM GCSS-A requested LIA pursue the Management Module functionality and definition of user requirements while the PM focused on other development and fielding issues. This approach was revised in mid-2000 when PM GCSS-A revamped the strategy for GCSS-A fielding by accelerating the Management Module delivery schedule. The existing Integrated Logistics Analysis Program and the technically more modern ACSP were identified as near term capabilities that could be fielded on an accelerated basis. The marriage of ACSP and the Integrated Logistics Analysis Program functionality will be in Build One of the GCSS-A Management Module in early FY 02.

ACSP migrated from the older mainframe oriented concept to employing regional data accessibility architecture. The ACSP and GCSS-A were compared and identified as mutually supportive efforts in early 1998. Under the direction of the Department of Army Deputy Chief of Staff for Logistics, LIA pursued the proof-of-concept for the ACSP. The proof-of-concept employed rapid prototyping methods to incorporate user requirements in an expeditious manner. At the same time the ACSP development ensured both hardware and software environments were compatible with emerging Defense Information Infrastructure Common Operating Environment Standards. In addition, ACSP functional capabilities are well documented in Oracle case tools allowing incorporation into GCSS-A with a minimum of redesign.

US Army, Europe provided a test bed development environment with support from the 21st Theater Support Command, 200th Materiel Management Center and the 19th Corps Materiel Management Center. These organizations provided a defined functional concept for an enhanced theater distribution, materiel and maintenance management program supported by a distributed computing architecture. Functional experts from each organization provided the logistics domain expertise to assist in the development and integration of this effort. At the time of prototype development no other tools existed.

The purpose of the ACSP is to leverage the Army's experience and investment in Total Asset Visibility while developing decentralized client server architecture enhanced by Web accessibility. To achieve this purpose, ACSP was divided into three distinct cycles or phases:

- Cycle 1. Transaction related capability (Operational Data Store). Cycle 1 implemented a capability supporting the requirements of Army theater operations for a generic materiel management center logistics management module. The scope of this module encompasses supply, maintenance and transportation management aspects of materiel management center operations, but does not alter Standard Army Management Information Systems Operations. Asset data is displayed as functionally oriented information easily manipulated using MS Office desktop tools. Drill down and ad hoc query capability is a critical component of the functionality along with internet access via the worldwide web. In addition, proactive tools have been employed such as the on-line "alert notifications" to logistics managers, based on user defined/pre-determined parameters/events. The initial capabilities were installed and operational since December 1998, and the "alert notification" capability was added in December 1999.

- Cycle 2. Management Module Trend Analysis (Data Warehouse). Cycle 2 focused on trend analysis and predicative logistics for the theater. Using current reporting requirements and in depth user interviews, applicable functional templates were developed. To assist in the data capture and query capability a data warehouse was also developed. This was a significant undertaking requiring extensive Database Management System expertise. In conjunction with users templates, query screens were developed and validated by the users and are in application development. All capabilities are installed and operational since August 1999.
- Cycle 3. Ammunition Visibility and Analysis. LIA, in conjunction with USAREUR users, identified the need for better visibility and management of Class V assets. In February 2000, a quick reaction effort was implemented to address this shortfall. Within six months an ammunition module was developed and installed on the ACSP platform to address munitions manager needs. The capability is now operational at 200th MMC and assisting in the daily management of Class V assists.

LIA will continue to support US Army, Europe through FY02 with ACSP sustainment and maintenance coverage. This will allow for continued user support until the GCSS-A Management Module is fielded in FY 03.

M-40 Protective Mask Preventive Maintenance Checks and Services (PMCS)

by Mr. Bernard Levan - Architecture & Policy Division

The Logistics Integration Agency's (LIA) Command Logistics Review Team (CLRT) recently completed an assessment of M-40 protective mask PMCS and maintenance. Although we know getting soldiers to perform mask maintenance is primarily a leadership issue, this assessment looked at other areas that can directly or indirectly hinder soldiers from performing mask PMCS and maintenance.

The assessment's objectives were to:

a. Identify and improve current policy and procedures for performing PMCS and maintenance on M40-series protective masks.

b. Determine current field procedures and recommend integrated solutions to ensure mask {MCS and maintenance are accomplished.

c. Identify any other process improvements.

d. Explore materiel improvements that reduce requirement for mask PMCS and maintenance.

In investigating the policy objective, we reviewed numerous Army and Major Army Command (MACOM) policies and publications. We determined that mask maintenance policy was not synchronized among the various policies and publications that provide guidance on mask PMCS. For example, the cornerstone of mask PMCS is the dash (-) 10 operator technical manual (TM). In the M-40 –10 TM, a soldier cannot find all mask PMCS and maintenance procedures within a single chapter. In one instance, the TM states to look in a field manual (FM) about filter canister replacement actions.

Looking at the second objective on current field procedures, we determined that 89 percent of units directly issue masks to soldiers rather than centrally manage masks through the Nuclear, Biological, and Chemical (NBC) room. This decentralization is a unit commander's decision. In addition, we also found out that only about 53 percent of units surveyed batch masks in their Unit Level Logistics System (ULLS). Whether to list masks into ULLS is also a commander's decision. These two commander's decisions can place an additional burden upon the unit's leadership to ensure that mask PMCS and maintenance is conducted periodically and thoroughly by soldiers. Our report recommended that these decisions be left to commanders to make and that their authority should not be reduced.

Our third objective focused on general process improvements. The Standards of Training Ammunition Requirements Committee (STARC) authorizations is one example of an indirect influence on soldiers performing mask PMCS. We determined that current authorizations may not be adequate to support integrated NBC mask training and the resulting required mask maintenance. In the division we visited, only 749 CS grenades were authorized for their entire year's training. The division used 100 percent of their authorization. If soldiers know they will be subjected to NBC situations while training in the field, they will do a better job of ensuring their mask is serviceable. Another area we looked at was manning. Shortages, grade imbalances, and authorization inconsistencies seem to cause young, inexperienced 54B chemical soldiers to be assigned as the primary company-level unit NBC NCO.

The fourth objective centered on seeing if materiel improvements to the M-40 mask could help soldiers not require as much PMCS. Generally, the suggestions made are not cost effective for the remaining service life of the M-40 mask because a new joint mask is currently in development to replace the M-40 mask.

This article only highlights a few findings from the report. The entire report can be found on the LIA website at lia.army.mil. Click on Command Logistics Review Program (CLRP), then Assessments to find and view the entire report.

LIA's Role in the IBCT

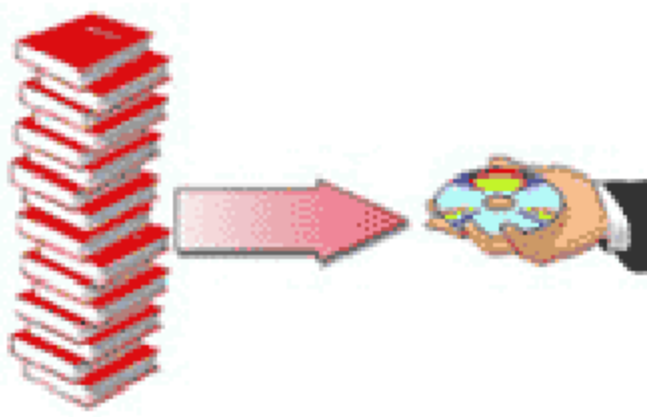
By Mr. Douglas Owens - Future Logistics Division

The future of the Army can be seen through the Interim Brigade Combat Team (IBCT) at Ft. Lewis, WA. The IBCT is being developed to deploy anywhere in the world within 96 hours. It is a combined-arms combat unit, which will include Armor, Infantry and Artillery Battalions. A key element is the Brigade Support Battalion (BSB), which provides centrally managed, distribution-based combat service support (CSS) to the IBCT, to sustain its operational employment in joint contingencies.

The BSB provides a unique, execution-focused concept of support that is fully integrated with the Brigade concept of operations and maneuver. Logistical flexibility and the eclectic capability of BSB support elements typify BSB operations.

In support of the BSB, the Deputy Chief of Staff for Logistics established a cell at Ft. Lewis to assist the Brigade with logistics technology insertions, with LIA as the lead. LIA's goal is to increase the efficiency and effectiveness of IBCT logistics operations while reducing the logistics footprint, through the introduction of Logistics Technology Initiatives.

To this end, three tangible Enablers have been introduced (Authorized Stockage List Containers (ASL), Digital Preventive Maintenance Checks and Services/Electronic Technical Manual-Interface (DPMCS/ETM-I), and Automatic Identification Technology/Radio Frequency (AIT)) to the Brigade. Each of these will be discussed in future articles, along with other related activities that will enhance IBCT capability. This issue's article will touch briefly on DPMCS/ETM-I.



The ETM-I digitally moves requisition data that is currently moved via paper transaction, from the mechanic to the ULLS clerk. It provides mechanics the ability to access ETMs and transmit data, including requisitions, to ULLS-G. It is a process to reduce clerical error & improve data timeliness. Additional benefits are that it increases operational readiness at reduced costs; it enables the soldier to order and receive right part first time; provides discipline to the requisitioning processes; and finally, it dramatically reduces excesses while lowering training costs.

LIA has offered to provide the ETM-I to the IBCT at no cost. This capability is being used at Fort Bragg and scheduled for incorporation into GCSS-A. LIA's fielding package will include all equipment, ETM-I training, ULLS/SAMS training and "clean-up," on-site technical assistance, and sustainment training.

Natural Gas Vehicles

by Mr. Bruce Murphy - Materiel Logistics Division

The Army is taking a number of steps in the areas of policy, management and oversight, and budget to achieve compliance with the requirements of Executive Order 13149, "Greening the Government through Federal Fleet and Transportation Efficiency." The Army has issued an Alternative Fueled Vehicle (AFV) policy, which directs participation in the AFV effort by installations and activities, and allows GSA to collect a surcharge that began in FY 00 on all GSA-leased vehicles. The funds generated from the surcharge go directly towards funding the Army's AFV program.

LIA is supporting the Army's efforts to reduce the number of conventional (petroleum fueled) vehicles by agreeing to test a Compressed Natural Gas (CNG) duel fuel vehicle. The mid-size Chevrolet Cavalier runs on both CNG and unleaded gasoline and can travel approximately

the same distance as a vehicle powered by conventional fuel (gasoline and diesel). The vehicle fuel tank for CNG is larger than the gasoline tank, and significantly reduces the vehicles cargo capacity.

Why Compressed Natural Gas?

The use of CNG-fueled vehicles significantly reduces emissions of ozone precursors. Gasoline powered vehicles produce oxides of nitrogen (NOx) that when combined with volatile organic compounds which are produced by trees naturally, will react with sunlight in the lower atmosphere to form Ozone, a primary constituent of smog. CNG powered vehicles are clean – they emit 85% less NOx, 70% less reactive hydrocarbons, and 74% less Carbon Monoxide than similar gasoline powered vehicles.

How does CNG work?

The common CNG vehicle fuels are at pressures of either 3,000 or 3,600 pounds Per Square Inch (PSI) and stores its fuel in one or more cylinders located under the body or in the trunk of the vehicle. The filling valve is located in the same general area as that of the gasoline refueling receptacle. When CNG leaves the storage tank, it travels through high-pressure fuel lines into one or more pressure regulators, where it is reduced to atmospheric pressure. Unlike gasoline, which must be vaporized before ignition, CNG is already gaseous when it enters the combustion chamber. When the intake valve opens, the gas enters the combustion chamber, where it is ignited to power the vehicle.

Advantages of using CNG

- Current prices are between 70 and 99 cents per gasoline gallon equivalent.
- It is safer to use than gasoline because it is lighter than air and if a leak occurs, it will dissipate rapidly into the atmosphere. Therefore, CNG poses no direct threat to land or water contamination in the case of a leak.
- Natural gas has an ignition temperature of about 1200 degrees Fahrenheit. This is about 600 degrees higher than gasoline. CNG is flammable only in concentrations from 5.3 to 15 percent in air, so if a leak occurs, it is less likely to ignite than gasoline unless the leak happens in a confined space with no ventilation. Therefore, in terms of fires, CNG vehicles may be considered safer than gasoline vehicles.
- When gasoline is injected into the combustion cylinder, it tends to wash away the lubricant on the cylinder walls, thus causing greater friction between the moving parts. In a CNG vehicle, the fuel enters the combustion cylinder as a gas and has little effect on the lubricant on the cylinder walls, thus extending the life of the engine.
- Engine maintenance costs can be reduced by extending time between oil changes because the particulate materials that are produced during the combustion cycle of gasoline engines and cause the engine oil to get dirty are not present in the CNG engine.

Many automakers around the world are developing vehicles that run on CNG, but there are very few refueling stations that allow you to fuel both tanks with one stop. The Alternative Fuels Data Center web site can be accessed to locate refueling stations throughout the United States. Between LIA – New Cumberland and Alexandria, “Pat’s Mobile” station in Gettysburg, PA is located at the Baltimore Street exit (Route 97) from Route 15 and allows you the convenience of one stop refueling. In New Cumberland, Pennsylvania at the Defense Distribution Depot Susquehanna, the CNG tank can be refilled at a pump located directly behind the Susquehanna Club (Building 79) sign. When pumping CNG, you must select the CNG pump that charges your tank to 3,600 PSI (this information is printed on the refueling door of the CNG refueling compartment) and anticipate an empty tank requiring approximately 5 gallons of CNG. The vehicle will automatically switch back to CNG operation and travel approximately 130 miles on a tank of natural gas before automatically switching over to gasoline operation.

In conclusion, the Army is working to reduce fossil fuel consumption by 20 percent as directed by Executive Order 13149 and to meet the Energy Policy Act (EPACT) goal of leasing 3,000 AFV’s. While the Army leads the Department of Defense in AFV leasing, the Army must increase it’s fleet by approximately 1,160 AFV’s to comply with EPACT. LIA is supporting this policy and anticipates leasing additional AFV’s as we replace our GSA leased vehicles.

Employee Assistance Program (EAP)

by Ms. Karen Stuart - Resource Management Division

Have you ever experienced a stressful period in the relationship with your child, spouse, or significant other? Has your workload ever appeared overwhelming and unmanageable? Have you ever felt depressed, but weren't sure why? At one point or another, these and other concerns may affect your life. When this happens, it is often difficult to know where to turn for help.

LIA, through Franchise Business Activity, has contracted with Green Spring Health Services to provide EAP assessment services for you and your family members when help is needed.

Services provided through Green Spring Health Services are confidential. There is no charge for assessment services. You can reach Green Spring Health Services at 1-800-523-5668.

The Summer 2001 issue of Balance, the EAP quarterly newsletter has been distributed to all employees. Also, each employee should receive an EAP introduction letter.

Following is an explanation of what EAP does, EAP assessment and referral services, supervisor & management consultation services, and EAP orientation.

What EAP Does...

- Assists organizations, employees and family members with developing and maintaining healthy work and lifestyle behaviors.
- Provides assessment and referral and short-term counseling for a number of personal and work based issues.
- Available to employees and family members 24 hours a day, 365 days a year.

EAP Assessment and Referral Service...

- Routine appointments are established within 24 hours of initial call to occur within 3 days or at client's earliest convenience.
- Emergency appointments are available within 3 hours of employee's or family member's call
- Callers are given the opportunity to speak to a counselor immediately when they contact the EAP.
- Assessments visits most effective when they take place face-to-face. Telephone assessments and consultations services are also available.
- Master's or Doctorate level therapists conduct all mental health and substance abuse assessments.
- By the end of the first assessment visit, which usually lasts 50 minutes, the therapist presents his or her findings to the client and offers a treatment plan. This may include:
  - Continued visits for short-term problem solving.
  - Referral for treatment
  - Referral to other services for non-clinical problems such as financial counseling.
- Referrals to services within the community for continuation care might include:
  - Family Services Agencies
  - Publicly supported community mental health centers
  - Alcohol and substance abuse centers and programs
  - Other community agencies such as consumer counseling
  - United Way Agencies
  - Self-help groups such as Alcoholics Anonymous, Narcotics Anonymous, Gamblers Anonymous and Overeaters Anonymous.

Other EAP Referral Services...

- Financial Referral - Referred to local credit counseling agencies. Therapists to help identify and resolve the underlying issues that contribute to financial problems.
- Legal Consult Line - Attorneys are available to provide assistance by telephone for a wide range of common legal problems. Attorneys are certified by the Bar in the state(s) in which they practice.
- Child Care Referral - A referral database includes a wide range of licensed providers. The service provides at least three referrals. Includes informational materials to help clients make more fully informed decisions.
- Elder Care Referral - Connects families with a variety of day and residential programs and other services geared to the elderly. Includes informational materials to help clients make more fully informed decisions.

Supervisor & Management Consultation Services...

- Provides comprehensive support for supervisors and managers. Assists with:
  - Identifying and approaching the troubled employee
  - Applying agency policies and procedures

- Consultation can be especially valuable in areas of absenteeism, tardiness, for duty requirements, workplace violence, return to work agreements, disability, retirement, family matters, job stress, health issues, safety concerns, and substance abuse on and off the job.

EAP Orientation...

- Employee training provides an overview of program elements that pertain to employees. Orientation is completed within the first 30 days and is presented at agency locations having 30 or more employees.
- Supervisor training is an overview of the EAP's role, objectives, and procedures. Will be presented with a confirmed attendance of 20 or more supervisory staff.

Ms. Simara Kegler, LOIA-RM, is the point of contact between LIA and Green Spring Health Services. Please call her at DSN 767-7161, Commercial (703) 617-7161, if you have any questions relating to EAP.

OPerations SECurity

by Ms. Margaret Brubeck - Power Projection Division

OPSEC has always been an important part of what we do day in and day out. Throughout our nation's history, we have used OPSEC effectively to gain a strategic advantage. Conversely, our adversaries have effectively used it to thwart our efforts.

OPSEC planning requires a clear understanding of our Agency's mission and organizational plans. Repeatedly, the record has shown that those of us who have been able to protect our critical information, while at the same time, exploiting the plans of the enemy, are the ones who prevail.

OPSEC is simply the development of a security-consciousness (a "mindset") each of us can use to examine the consequences of what we do in following our daily activities that might enable the potential adversary to learn more about our activities. Any recommendations to pursue specific OPSEC procedures are entirely subjective, since many times, the successes of our OPSEC methods may not even be measurable. The most valuable lesson of OPSEC training is that the information that turns the tide in a conflict is not always something that is locked up in a safe, or obtained from traditional espionage methods. Critical information can be derived from open, unclassified sources available to ANYONE who knows where to look.

How do we minimize the risk? There is no absolute prevention – certain measures can possibly deter or at least detect espionage. For example:

- Trash – don't throw anything in the trash that you would not hand an adversary.
- Telephone – don't try to talk around sensitive topics over an unsecure phone line.
- Surroundings – be aware; especially airport, hotel lobby, restaurant beauty shop, barber shop – anytime you are TDY. With today's technology, you may be sharing information with a lot more people than your friends.
- Need-To-Know – Ensure everyone you are dealing with has a need-to-know before releasing sensitive information to them.

The goal of an ideal OPSEC Program is to ensure we maintain the war fighting principle of surprise. By sound OPSEC procedures, we are attempting to deny an adversary any information that might lead him to suspect the fact of our activity.

If nothing else, we must be mindful that traditional methods of security will not be enough to protect the United States and it's allies in the years to come. With this in mind, we should continue, meeting the challenges of our changing world through OPerations SECurity – the nation depends on it!

Year End Contracting

Mr. Gary Boyd - Contract Management Division

Year-end is upon us. Unlike previous years, our contracting office at Defense Supply Service - Washington (DSS-W) has not given us firm cut-off dates. We know that DSS-W's performance standards give its buyers 30 days to process simple requisitions, such as orders under GSA schedules and administrative modifications. Second, we know that year-end is especially busy in contracting offices. And third, we know that our contracting support is not dedicated to LIA. If her other customers bombard her with last-minute requirements, our support is likely to suffer.

It's already too late for complicated or long lead time procurements. We should have all predictable requirements for simple procurements through LIA's approval process and to DSS-W no later than 1 September. If we meet the 1 September goal, we can be relatively confident of award before 30 September. Of course, some of our requirements are unpredictable. For no-cost modifications and competitive

orders under GSA schedules, we have good hope (not a guarantee) for award if we get them to DSS-W by 15 September. Thereafter, nothing is promised.

LIA can process purchase card requirements through 30 September, but DSS-W's purchase card folks are not good options after 1 September. Several of us can make purchases up to $2500 – Ms. Michelle Hyson has a $2500 purchase limit; and Ms. Roxanne DiNicola has a $25,000 per purchase limit. Please remember that the same requirements for price justification and competition pertaining to the purchase card as to other procurements.

Year-end in FY00 was busy, but not frantic. And we expect year-end FY01 to be busy too. But with your continued cooperation, we can avoid a year-end frenzy.

Materiel Logistics Division Chief, Grant Keath, Recognized as Energy Leader

Mr. Bruce Murphy - Materiel Logistics Division

The annual Secretary of the Army Energy and Water Management Awards ceremony recognizes installations and individuals who make significant achievements in energy and water management. One of this year's winners, Mr. Grant Keath, Materiel Logistics Division Chief was recognized with a "Lifetime Achievement Award" for his contribution to the Army's Energy Program while serving as the Energy Program senior manager. Mr. Keath was instrumental in implementing and promoting the U.S. Army's Energy Program. His leadership and personal interest in the program enabled the U.S. Army to gain distinction within the Department of Defense with respect to energy and water conservation and management. During the period 1988 to 2001, he managed all aspects of the program to include energy managers training, energy reporting system, awareness activities, and providing guidance to major commands and installations. Mr. Keath's oversight in energy and water management assisted the U.S. Army to continue on track toward achieving federally mandated 2010 energy reduction goals. Mr. Keath's personal involvement with the Army Energy Program has been a major factor in ensuring that energy management, training, and awareness retain a proper and viable position within the U.S. Army.

Mr. Geoffrey G. Prosch, Principal Deputy Assistant Secretary of the Army for Installations and Environment and MG Robert Van Antwerp, Jr., Assistant Chief of Staff for Installation Management, presented Mr. Keath the award during a Pentagon ceremony on 1 August 2001.

LIA Welcomes New UNISYS PM, Fern Johnson

Mr. Rick Weiser - Information Management Division

Ms. Fern Johnson, the new UNISYS Program Manager, is one of the newest additions to the LIA Support Team. Her first day was 23 July. She is replacing the former LIA Program Manager, Mr. Steve Esmacher. Fern has high hopes of assisting with the operations and support of the LIA family. She hopes to prove invaluable in the planning and support of all up coming projects.

Fern has been with UNISYS for over three years working on contracts such as, the US Postal Service 2000 contract leading several of the test and verification teams, Department of State responsible for the Operations and Support Division, Defense Logistics Agency DLA project in Columbus, Ohio to name a few. Fern joined the UNISYS team after completing thirteen years in the US Navy. She was a highly decorated Date Processing First Class, who served in joint commands (Joint Chief of Staff Command in Yokota Japan and the Joint Chief's of Staff in the Pentagon). She has worked in the joint community for so long she feels at home in the Army atmosphere. Fern says she looks forward to the great and demanding workload ahead and that she has high hopes of meeting all of her new responsibilities.

Management Support Division Marketing Events

- **21st Century Commerce International Expo 2001**
  September 10-13, 2001
  Phoenix Civic Plaza,
  Phoenix, Arizona
  Theme: Building Integrated Solutions
  www.21cc.org
- **Association of the United States Army**
  2001 AUSA Annual Meeting
  October 15-17, 2001
  Marriott Wardman Park & Omni Shoreham Hotels
  Washington, DC
  Theme: Objective Force - - This Decade
  www.ausa.org

- **2001 DoD Maintenance Symposium & Exhibition**

  October 29 - November 1, 2001

  Hyatt Regency Crown Center,

  Kansas City, Missouri

  Theme: Meeting the Readiness Challenge Through Innovative Maintenance

  www.ndia.org

LIA Events

- LIA Christmas Party

  6 December 2000

  Fort Detrick, MD

Please provide formal and informal articles for the upcoming Imagine Newsletter to LOIA-MS, Mr. Alan Schmack by 30 October 2001.

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